

# CCH Finance Committee Meeting October 2019

**Ekerete Akpan, Chief Financial Officer**

**October 18, 2019**



**COOK COUNTY  
HEALTH**

# Agenda

1. System-wide Financials & Stats
  - a. Financials and Observations
  - b. Financial / Revenue Cycle metrics
2. CCH Provider Service Financials
  - a. Operational Statistics and Observations
3. CountyCare Financials & Stats
4. Correctional Health services Financials & Stats
5. Cook County Department of Public Health Financials & Stats
6. Administration Financials
7. System-wide volumes/stats



# Systems-wide Financials, Observations, and Revenue Cycle Metrics



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# Observations on Financials

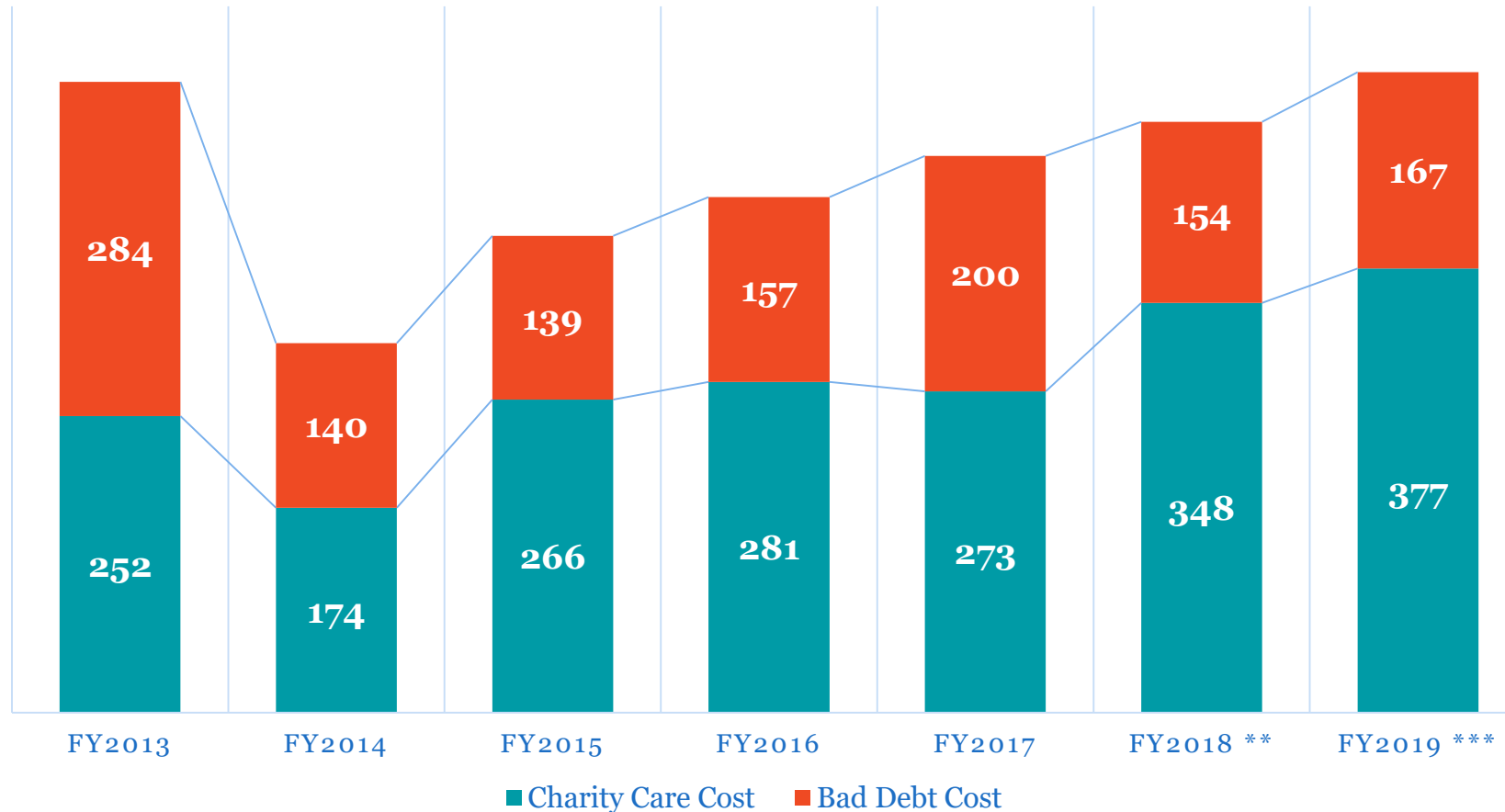
## Revenues

- Net Patient Service Revenues - \$506M, 6% unfavorable to target due to increasing and unsustainable growth in charity care, some lower clinical activity and lower revenue cycle activity
  - System-wide uninsured numbers
    - Captured by Visits, held at 44%
    - Captured by Charges, held at 40%
- CountyCare Capitation Revenues - \$1.3B, 5% unfavorable to target due to lower than budgeted enrollment as a result of lower State/County MCO enrollment
- Other Revenues - \$13M , trending to exceed FY2019 target

## Expenses

- Cost of Pharma - \$63M, unfavorable by 3% compared to budget and closely monitored/managed to get to target

# CCH Uncompensated Care\* (in \$millions)



\* Uncompensated Care is Charity Care + Bad Debt at cost

\*\* FY2018 Actual from Audited Financials

\*\*\*FY2019 projected





# Income Statement for the Nine Months ending August 2019 (in thousands)

CCH Systemwide	Year-To-Date		Variance	
	Actual	Budget	\$	%
<b><u>Operating Revenue</u></b>				
Net Patient Service Revenue	506,457	536,118	(29,661)	-6%
County Care Access Payments	310,428	-	310,428	n/a
CountyCare Capitation Revenue	1,303,021	1,366,312	(63,292)	-5%
Cook County Access Payments	51,132	51,132	-	0%
Other Revenue	12,709	9,750	2,959	30%
<b>Total Operating Rev</b>	<b>2,183,747</b>	<b>1,963,312</b>	<b>220,435</b>	<b>11%</b>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	501,034	534,853	33,819	6%
Overtime	35,319	26,851	(8,468)	-32%
Contracted Labor	50,659	25,590	(25,069)	-98%
Pension*	82,446	245,522	163,076	66%
Supplies & Materials	36,615	56,270	19,656	35%
Pharmaceutical Supplies	62,633	60,621	(2,012)	-3%
Purch. Svs., Rental, Oth.	182,474	251,159	68,685	27%
External Claims Expense	1,141,001	1,062,427	(78,574)	-7%
County Care Access Expense	310,428	-	(310,428)	n/a
Insurance Expense	20,011	22,077	2,066	9%
Depreciation	26,028	26,028	-	0%
Utilities	7,385	7,414	29	0%
<b>Total Operating Exp</b>	<b>2,456,034</b>	<b>2,318,813</b>	<b>(137,221)</b>	<b>-6%</b>
<b>Operating Margin</b>	<b>(272,287)</b>	<b>(355,501)</b>	<b>83,214</b>	<b>23%</b>
<b>Operating Margin %</b>	<b>-12%</b>	<b>-18%</b>	<b>6%</b>	<b>31%</b>
<b>Non Operating Revenue</b>	<b>148,669</b>	<b>194,664</b>	<b>(45,995)</b>	<b>-24%</b>
<b>Net Income/(Loss)</b>	<b>(123,618)</b>	<b>(160,837)</b>	<b>37,219</b>	<b>23%</b>



# Balance Sheet for the Nine Months ending August 2019 (in thousands)

<b>CCH - Balance Sheet Summary</b>	<b>Aug 2019</b>	<b>Aug 2018</b>	<b>Variance</b>
<b><u>Current Assets</u></b>			
Cash and Cash equivalents	11,844	227,258	(215,415)
Property Taxes Receivable	57,160	94,942	(37,782)
Receivables	472,239	245,303	226,936
Inventory	15,086	27,641	(12,555)
<b>Total Current Assets</b>	<b>556,329</b>	<b>595,145</b>	<b>(38,816)</b>
Refundable Deposit	55,000	50,000	5,000
Intangible Assets	20,435	30,318	(9,883)
Capital Assets	489,575	434,561	55,014
<b>Total Assets</b>	<b>1,121,338</b>	<b>1,110,024</b>	<b>11,315</b>
<b><u>Deferred Outflow</u></b>			
Deferred Outflow	372,465	630,938	(258,473)
<b>Total Deferred Outflow</b>	<b>372,465</b>	<b>630,938</b>	<b>(258,473)</b>



# Balance Sheet for the Nine Months ending August 2019 (in thousands)

<b>CCH - Balance Sheet Summary</b>	<b>Aug 2019</b>	<b>Aug 2018</b>	<b>Variance</b>
<b>Current Liabilities</b>			
Cash Due to Treasurer	27,849	-	27,849
Accounts Payable	155,942	229,981	(74,039)
Accrued Salaries, wages and other liabilities	18,322	15,850	2,472
Claims payable	296,477	375,563	(79,086)
Compensated Absences	6,676	6,654	22
Pension Contribution Payable	66,386	51,274	15,113
Unearned revenue	15,726	15,985	(259)
Due to State of Illinois	-	-	-
Due to other county governmental funds	43	43	-
Due to others	6,994	-	6,994
Self-insurance claims payable	41,897	32,765	9,132
<b>Total Current Liabilities</b>	<b>636,313</b>	<b>728,116</b>	<b>(91,803)</b>
Compensated Absences	37,829	37,705	124
Self-insurance claims payable	137,913	138,832	(919)
Reserve for tax objection suits	12,342	13,003	(661)
Net pension liability	4,798,386	4,504,508	293,877
<b>Total Liabilities</b>	<b>5,622,782</b>	<b>5,422,163</b>	<b>200,619</b>
<b>Deferred Inflow</b>			
Deferred Inflow	757,108	561,886	195,222
<b>Total Deferred Inflow</b>	<b>757,108</b>	<b>561,886</b>	<b>195,222</b>
<b>Net position</b>			
Contributed Capital	500,687	445,806	54,881
Unrestricted	(5,386,774)	(4,688,893)	(697,881)
<b>Total net position</b>	<b>(4,886,086)</b>	<b>(4,243,087)</b>	<b>(642,999)</b>





# Financial Metrics

Metric	As of end Aug-18/YTD	As of end Aug-19/YTD	CCH Target	Best Practice Target
Days Cash On Hand*	30	2	60	204.7
Operating Margin**	-5.4%	-10.1%	-5.4%	2.7%
Overtime as Percentage of Gross Salary***	7.5%	7.5%	5.0%	2.0
Average Age of Plant (Years)****	24.4	23.2	20	11.2

\*Days Cash in Hand – Point in time i.e. as of end of each month. Note State owed CCH \$246.2M in payments as of end August 2019

\*\*Excludes Pension Expense-Target based on compare group consisting of 'like' health systems : Alameda Health System, Nebraska Medical Center, Parkland Health & Hospital System, and UI Health. (**Best Practice Target**)-Moody's report, August 2017 2.7%

\*\*\*Overtime as percentage of Gross Salary – CCH target 5% , Moody's 2% Report, August 2017

\*\*\*\* Average age of plant (years) (**Best Practice Target**)-Moody's report, August 2017 11.2 years



# Revenue Cycle Metrics

Metric	Average FYTD 2019	July-19	Aug.-19	Sept.-19	CCH Benchmark /Target	Best Practice Target
Average Days in Accounts Receivable <i>(lower is better)</i>	98	102	103	96	45.85 – 54.9*	47.8**
Discharged Not Finally Billed Days <i>(lower is better)</i>	11	12	13	12	7	5*
Claims Initial Denials Percentage <i>(lower is better)</i>	20%	15%	19%	21%	20%	5-10%***

## Definitions:

**Average Days in Accounts Receivable:** Total accounts receivable over average daily revenue

**Discharged Not Finally Billed Days:** Total charges of discharge not finally billed over average daily revenue

**Claims Initial Denials Percentage:** Percentage of claims denied initially compared to total claims submitted.

\* Source HFMA Key Hospital Statistics and Ratio Margins – Posted 2014

\*\* *(Best Practice Target)*-Moody's report, August 2017 47.8 days

\*\*\**(Best Practice Target)*-American Academy of Family Physicians, 5-10% industry average



# Provider of Care Services Financial and Operational Statistics



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# CCH Provider - Income Statement for the Nine Months ending August 2019 (in thousands)

CCH Providers	Year-To-Date		Variance	
	Actual	Budget	\$	%
<b><u>Operating Revenue</u></b>				
Net Patient Service Revenue	506,457	536,118	(29,661)	-6%
Cook County Access Payments	51,132	51,132	-	0%
Other Revenue	11,639	8,385	3,254	n/a
<b>Total Operating Rev</b>	<b>569,228</b>	<b>595,635</b>	<b>(26,407)</b>	<b>-4%</b>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	418,261	422,347	4,086	1%
Overtime	29,967	22,886	(7,081)	-31%
Contracted Labor	45,391	23,633	(21,758)	-92%
Pension*	67,608	205,761	138,154	67%
Supplies & Materials	35,965	52,926	16,961	32%
Pharmaceutical Supplies	67,881	53,119	(14,762)	-28%
Purch. Svs., Rental, Oth.	118,842	156,982	38,140	24%
Insurance Expense	19,481	-	(19,481)	n/a
Depreciation	16,130	16,130	-	0%
Utilities	7,384	7,297	(87)	-1%
<b>Total Operating Exp</b>	<b>826,910</b>	<b>961,081</b>	<b>134,172</b>	<b>14%</b>
<b>Operating Margin</b>	<b>(257,681)</b>	<b>(365,446)</b>	<b>107,765</b>	<b>29%</b>
<b>Operating Margin %</b>	<b>-45%</b>	<b>-61%</b>	<b>16%</b>	<b>26%</b>
<b>Non Operating Revenue</b>	<b>67,915</b>	<b>107,949</b>	<b>(40,034)</b>	<b>-37%</b>
<b>Net Income/(Loss)</b>	<b>(189,766)</b>	<b>(257,497)</b>	<b>67,732</b>	<b>26%</b>



# CCH as a Provider - Revenue Statement for the Nine Months ending August 2019 (in thousands)

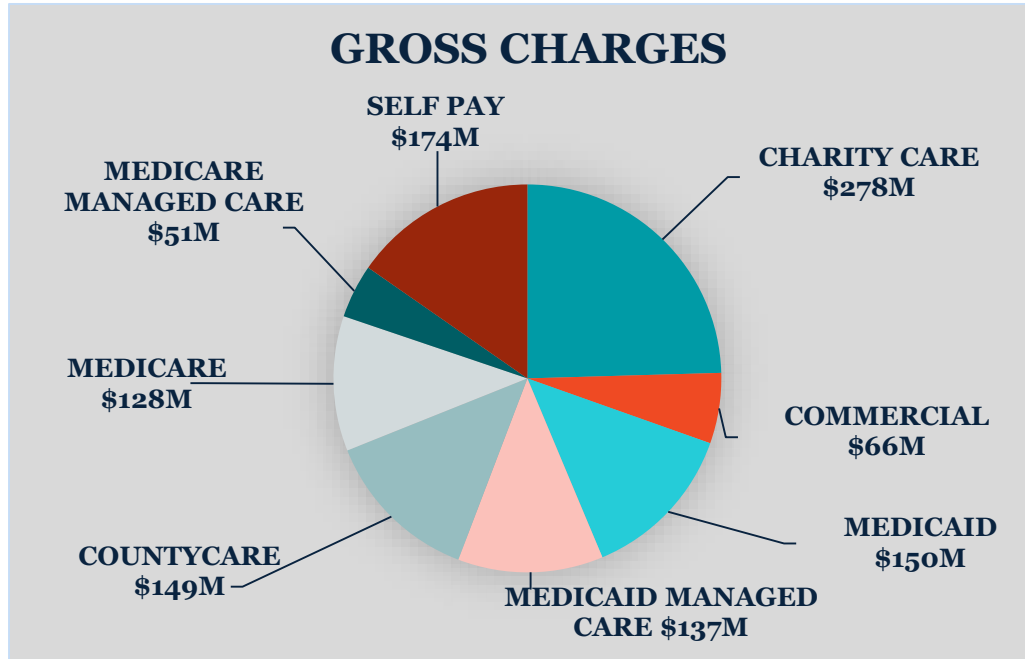
CCHHS Providers	Year-To-Date <i>Actual</i>
<b>Gross Revenue</b>	1,296,852
<b><u>Adjustments</u></b>	
Contractual Adjustments	(397,620)
Charity Adjustments	(387,428)
<b>Total Adjustment</b>	(785,048)
<b>Gross NPSR</b>	<b>511,805</b>
<b>Bad Debt Allowance</b>	<b>(299,421)</b>
<b>Adjusted NPSR</b>	<b>212,383</b>
<b>GME</b>	<b>77,295</b>
<b>DSH</b>	<b>117,525</b>
<b>BIPA</b>	<b>99,253</b>
<b>Adjusted NPSR plus GME, DSH, and BIPA</b>	<b>506,457</b>
<b>Adjusted NPSR plus GME, DSH, and BIPA as a % of Gross Revenue</b>	<b>39%</b>



# Clinical Activity Observations

- Primary Care visits are up by 10% versus FY18, and up 4% versus FY19 target
- Specialty Care visits are up by 6% versus FY18 up 1% versus FY19 target
- Surgical Cases are down by 4% versus FY18, and down 9% versus FY19 target
- Inpatient Discharges are down 5% versus FY18
- Length of Stay is up 1% versus FY18, and up 1% versus FY19 target
- Emergency Department visits are down 2% versus FY18
- Deliveries are up by 5% versus FY18, and down 5% versus FY19 target
- CMI is up by 6% versus FY2018

# Stroger Operations Overview for the Nine Months ending August 2019



## Comments:

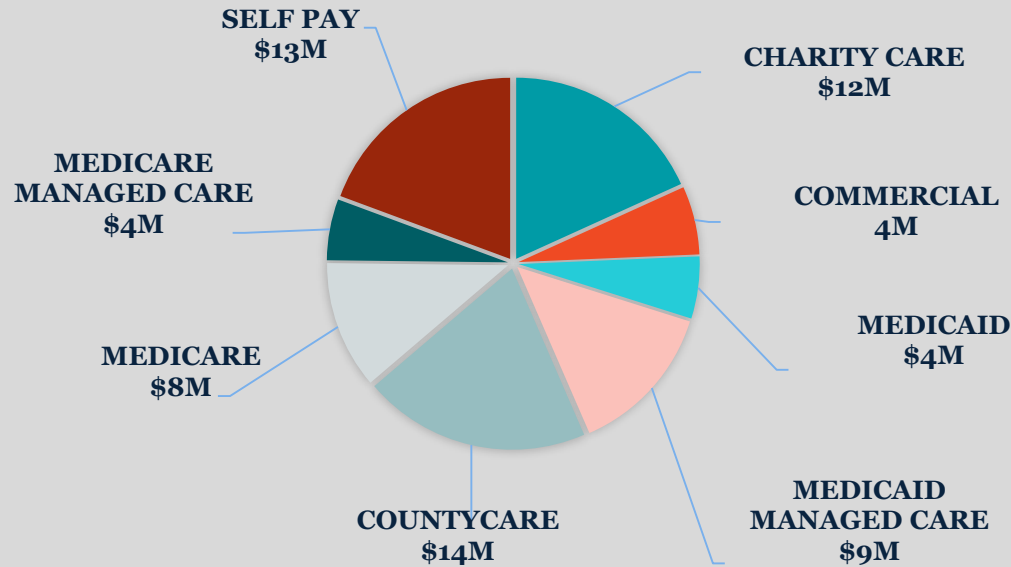
- Targeted efforts to improve surgical volumes is ongoing, focused on improving throughput and expediting equipment purchases
- Focused efforts on reviewing observation days
- Focused efforts on long stay admissions

Inpatient/Observation-FYTD			
Measure	FY2019	FYTD Target	FY2018
Inpatient Discharges	12,793	13,194	13,448
- Long Stay Admissions	2,714	2,673	2,735
- One Day Admissions	744	747	762
Inpatient Days	66,078	64,764	66,059
Observation Discharges	7,979	7,713	7,734
Observation Days (Observation Discharge)	15,536	14,094	14,969
Avg LOS (Inpatient Discharge)	5.7	5.6	5.6
Average Daily Census (Inpatient & Observation)	297.9	295.7	295.7
Surgical Cases	9,009	9,729	9,405
Procedures (CPTs)	---	---	---
Radiology Tests	32,241	32,216	32,216
Deliveries	785	819	747
Emergency- FYTD			
Measure	FY2019	FYTD Target	FY2018
Emergency Visits (includes LWBS & Trauma)	89,609	91,305	90,774
Adult Emergency Visits	74,525	75,194	75,585
Peds Emergency Visits	5,172	5,149	5,244
Trauma Visits	5,247	5,034	5,288
LWBS - Left Without Being Seen	4,665	3,599	4,657
Radiology Tests	74,980	76,385	76,385
Outpatient Clinic- FYTD			
Measure	FY2019	FYTD Target	FY2018
Total Registrations*	433,401	421,524	409,006
Total Provider Visits*	266,164	257,571	252,461
<b>Specialty/Diagnostic/Procedure Provider Visits</b>			
Austin (AH)	4069	4,257	4,366
Core Specialty	7,406	7,848	7,454
Hospital - Based	15,774	15,471	15,463
Specialty Care / Fantus / Professional Bldg	185,722	180,576	177,854
Total	212,971	208,152	205,137
<b>Primary Care Provider Visits</b>			
Core	10,021	10,368	9,848
Core Peds	405	441	433
GMC	39,147	35,235	33,838
Peds	3,615	3,375	3,205
Total	53,188	49,419	47,324



# Provident Operations Overview for the Nine Months ending August 2019

## GROSS CHARGES



### Comments:

- Leadership reviewing left without being seen in Emergency Dept.
- Sustained growth of ambulatory activity at Sengstacke

## Inpatient/Observation-FYTD

Measure	FY2019	Monthly Target	FY2018
Inpatient Discharges	402	441	452
- Long Stay Admissions	82	90	91
- One Day Admissions	32	27	29
Inpatient Days	2,405	2,250	2,271
Observation Discharges	523	468	497
Observation Days (Observation Discharge)	1,103	927	1,018
Avg LOS (Inpatient Discharge)	5.8	5.3	5.3
Average Daily Census (Inpatient & Observation)	12.8	12.2	12.0
Surgical Cases	2,026	2,727	2,090
Procedures (CPTs)	---	---	---
Radiology Tests	282	237	237

## Emergency- FYTD

Measure	FY2019	Monthly Target	FY2018
Emergency Visits (including LWBS)	22,538	24,624	23,323
Adult Emergency Visits	19,996	21,645	20,544
Peds Emergency Visits	1,089	1,332	1,293
LWBS - Left Without Being Seen	1,453	981	1,486
Radiology Tests	12,093	12,628	12,628

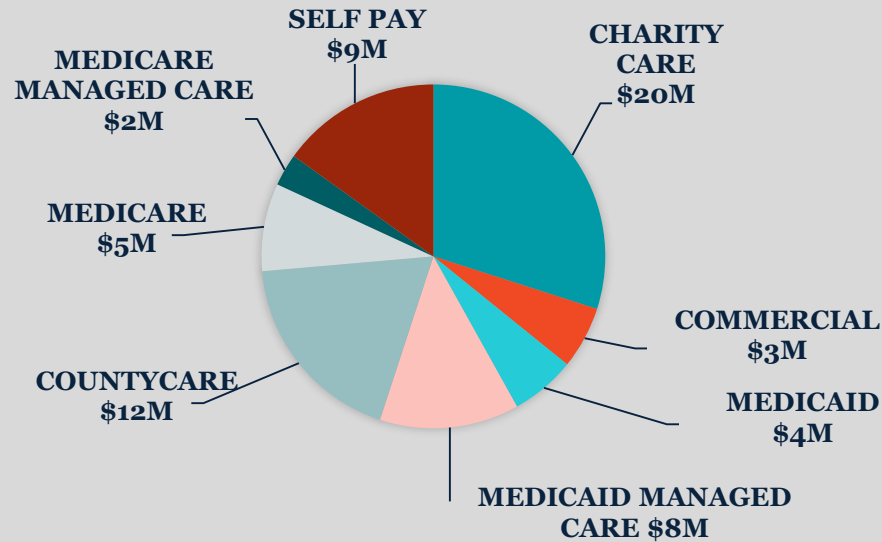
## Outpatient Clinic- FYTD

Measure	FY2019	Monthly Target	FY2018
Total Registrations	67,858	67,032	63,879
Amb of Prov - Specialty/Diagnostic/Procedure Provider Visits	1,188	1,825	1,820
Sengstacke - Specialty/Diagnostic/Procedure Provider Visits	27,597	25,061	23,881
Sengstacke Primary	13,101	12,555	12,172
Sengstacke Primary Peds	670	567	452
Radiology Tests	7726	8679	8679



# ACHN Operations Overview for the Nine Months ending August 2019

## GROSS CHARGES



### Comments :

- Sustained growth trends in Primary care and Specialty care provider visits on track to exceed FY2019 targets
- Leadership continues to focus on initiatives including patient access and increasing specialty care availability at clinics

CCHC Total- FYTD			
Measure	FY2019	FYTD Target	FY2018
Total Registrations	212,738	197,307	188,069
Total Provider Visits	139,459	133,515	128,449
CCHC Primary- FYTD			
Measure	FY2019	FYTD Target	FY2018
Arlington Heights (AR)/Vista (VH)	10,022	8,829	8,514
Austin (AH)	9,945	10,188	9,701
Child Advocacy	405	423	442
Cicero (CH)	8,391	8,613	8,328
Cottage Grove (CG)	7,614	7,506	7,222
Englewood (EH)	11,081	9,477	8,940
Logan Square (LS)	11,857	10,827	10,217
Morton East (ME)	592	702	620
Near South (NS)	11,386	11,367	10,951
OFHC (OF)	12,275	11,709	11,444
Prieto (PH)	14,743	13,167	12,864
Robbins (RH)	8,279	7,821	7,657
Woodlawn (WH)	8,733	7,992	7,614
Total Primary Care Provider Visits	115,323	108,621	104,514
CCHC Specialty/Diagnostic/Procedure - FYTD			
Measure	FY2019	FYTD Target	FY2018
Austin (AH)	316	351	347
CDPH	8,109	---	---
Cicero (CH)	594	774	768
Logan Square (LS)	495	729	688
Morton East (ME)	92	81	84
OFHC (OF)	22,206	22,896	22,017
Oral Health (OH)	7,442	3,969	3,892
Total Specialty/Diagnostic/Procedure Provider Visits	39,254	28,800	27,796

\*excludes Stroger Specialty Care, CORE, Stroger-Hospital Based Clinics, Sengstacke GMC & Psych, Austin Behavioral Health, and assuming all registrations are provider visits



# CountyCare Health Plan Financial and Operational Statistics



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# Income Statement for the Nine Months ending August 2019 (in thousands)

	Year to Date		
	Actual	Budget	Variance
Member Months	2,879	3,105	(226)
<b>Revenue</b>			
PMPM	1,326,979	1,396,235	(69,256)
Hospital Supplemental Access Payments	310,428	305,338	5,091
<b>Total Revenue</b>	<b>1,637,407</b>	<b>1,701,573</b>	<b>(64,165)</b>
<b>Expense</b>			
<b>Total Admin Expenses</b>	<b>57,277</b>	<b>62,483</b>	<b>5,206</b>
<b>CCH Clinical Expenses</b>			
Claims	89,641	181,474	91,833
Pharmacy Claims	12,166	27,522	15,356
Care Management	9,300	-	(9,300)
<b>Total CCH Clinical Expenses</b>	<b>111,107</b>	<b>208,996</b>	<b>97,889</b>
<b>External Clinical Expenses</b>			
Claims	829,927	713,079	(116,847)
Hospital Supplemental Access Pmt	310,428	311,516	1,088
Pharmacy Claims	226,697	243,988	17,291
Care Management	31,165	59,080	27,916
Care Management Analytics	5,452	8,550	3,099
Dental Claims	27,265	31,251	3,986
Transportation Claims	13,060	29,151	16,092
Optical Claims	5,019	3,616	(1,404)
Member Incentives	2,417	2,745	328
<b>Total External Clinical Expenses</b>	<b>1,451,430</b>	<b>1,402,977</b>	<b>(48,452)</b>
<b>Total Clinical Expenses</b>	<b>1,562,537</b>	<b>1,611,974</b>	<b>49,437</b>
<b>Total Expenses</b>	<b>1,619,814</b>	<b>1,674,457</b>	<b>54,643</b>
Net Income Before Rate Adjustment	17,593	27,116	(9,523)
<b>Medical Loss Ratio (MLR)</b>	<b>95%</b>	<b>95%</b>	<b>-1%</b>
Net Income Before Prior Period Adj/IGT	17,593	27,116	(9,523)
IGT	23,959	29,923	(5,965)
Amortization	6,958	6,958	-
Net Income After IGT And Amortization	(13,323)	(9,765)	(3,558)
<b>Total CCH Impact</b>	<b>128,701</b>	<b>236,112</b>	<b>(107,412)</b>

# CountyCare – Observations and CCH Reimbursement Rates

## Comments:

- CountyCare contributes \$129M to CCH through internal capture of CountyCare business at CCH
- CountyCare Medical Loss Ratio is better than National and Regional, sustained at 95% YTD
- Total membership was 318,329 as of August 2019
- Working with CCH leadership to increase CountyCare members access to clinical services at CCH facilities

# Correctional Health Services Financial and Operational Statistics

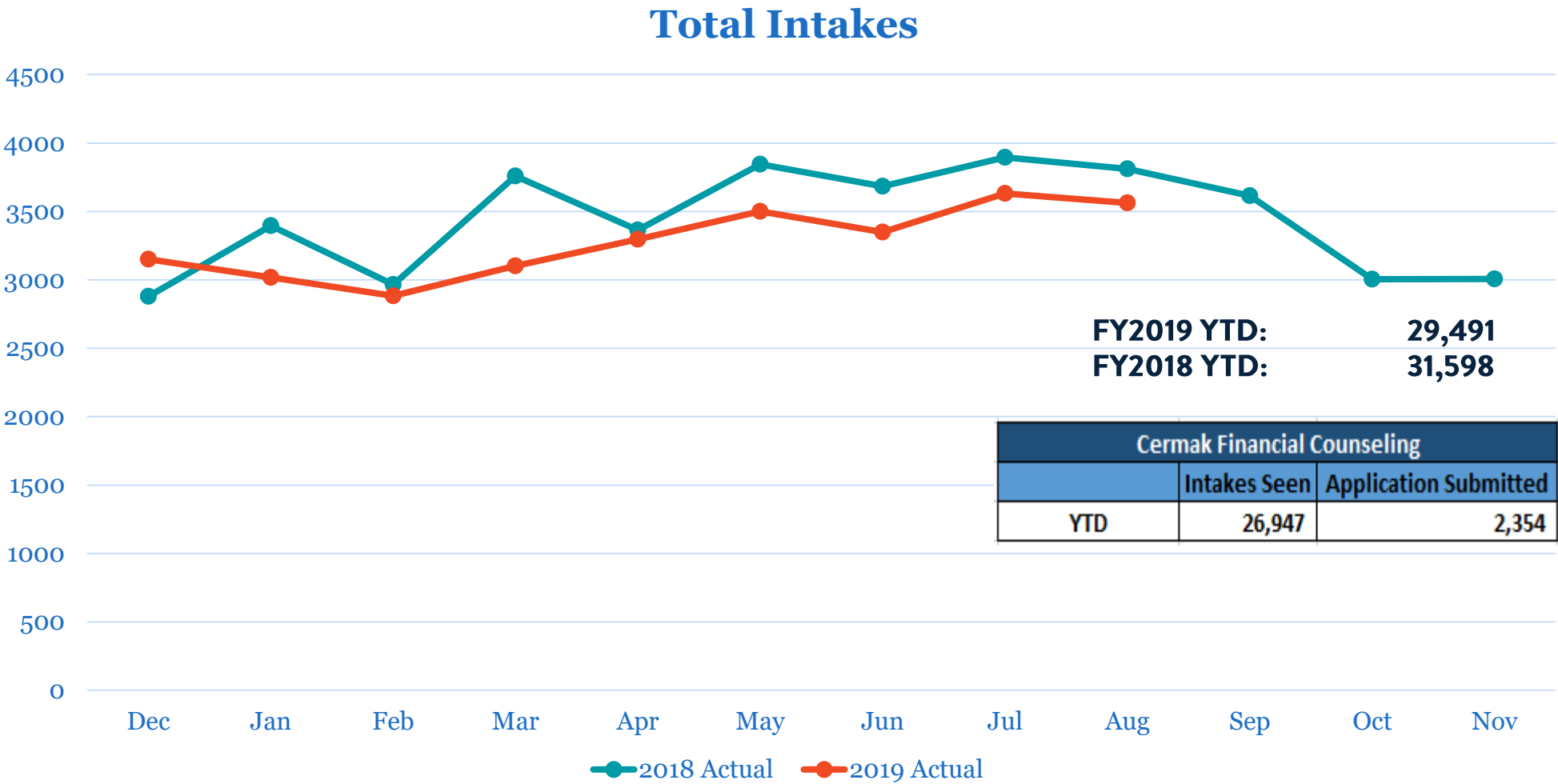


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# Income Statement for the Nine Months ending August 2019 (in thousands)

Correctional Health Services	Year-To-Date		Variance	
	Actual	Budget	\$	%
Total Operating Rev	154	-	154	0%
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	45,735	51,098	5,363	10%
Overtime	4,845	3,626	(1,219)	-34%
Contracted Labor	91	52	(39)	-74%
Pension*	7,334	17,996	10,662	59%
Supplies & Materials	579	682	104	15%
Pharmaceutical Supplies	6,918	7,500	582	8%
Purch. Svs., Rental, Oth.	8,816	8,475	(341)	-4%
Insurance Expense	278	-	(278)	n/a
Depreciation	78	78	-	0%
Total Operating Exp	74,673	89,506	14,833	17%
Operating Margin	(74,519)	(89,506)	14,987	17%
Operating Margin %	na	na	na	na
Non Operating Revenue	73,249	75,330	(2,081)	-3%
Net Income/(Loss)	(1,270)	(14,176)	12,907	91%

# Correctional Health Operation Overview for the Nine Months ending August 2019



**Comments:**

- 91% of intakes are screened by financial counselling to ensure continuity of coverage



# Cook County Dept. of Public Health Financial and Operational Statistics



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# Income Statement for the Nine Months ending August 2019 (in thousands)

COOK COUNTY PUBLIC HEALTH	Year-To-Date		Variance	
	<i>Actual</i>	<i>Budget</i>	\$	%
Total Operating Rev	916	1,365	(449)	-33%
<u>Operating Expenses</u>				
Salaries & Benefits	6,666	7,754	1,088	14%
Overtime	25	5	(19)	-374%
Contracted Labor	7	15	8	54%
Pension*	1,042	2,503	1,461	58%
Supplies & Materials	12	87	75	86%
Purch. Svs., Rental, Oth.	246	1,825	1,579	87%
Insurance Expense	47	-	(47)	n/a
Depreciation	2	2	-	0%
Utilities	-	75	75	100%
Total Operating Exp	8,047	12,266	4,220	34%
Operating Margin	(7,131)	(10,901)	3,770	35%
Operating Margin %	na	na	na	na
Non Operating Revenue	1,042	1,309	(267)	-20%
Net Income/(Loss)	(6,089)	(9,592)	3,503	37%

# CCDPH Operation Overview for the Nine Months ending August 2019

	Program Title	Metric	YTD Thru August 19	FY19 Target
Public Health	Administration	Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow-up by the Public Health Nurse within 14 calendar days of referral	100%	85%
		Cost per county residents served	\$5.71	\$5.71
	Environmental Health	Cost per Inspection	\$208.56	\$208.56
		Time from receipt of Chlamydia or gonorrhea report to field (days)	7	5
	Communicable Diseases	Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint	100%	100%
	Program Title	Metric	YTD Thru August 19	FY19 Target
Lead Poisoning Prevention	Lead Poisoning Prevention	Percentage of cases with elevated blood levels visited within the timeline provided in protocols	66%	90%
		Percentage of cases with elevated blood lead levels who receive joint nursing visit and environmental risk assessment visit	59%	95%
	Program Title	Metric	YTD Thru August 19	FY19 Target
TB Program	TB Program	Number of completed Direct Observation Treatments (DOT)	94%	91%



# CCH Administration Financial Statements



COOK COUNTY  
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# Income Statement for the Nine Months ending August 2019 (in thousands)

<u>Administration</u>	<u>Year-To-Date</u>		<u>Variance</u>	
	<i>Actual</i>	<i>Budget</i>	<i>\$</i>	<i>%</i>
<b><u>Operating Expenses</u></b>				
Salaries & Benefits	26,909	28,580	1,671	6%
Overtime	223	128	(96)	-75%
Contracted Labor	5,170	1,890	(3,281)	-174%
Pension*	4,239	13,928	9,689	70%
Supplies & Materials	59	468	408	87%
Purch. Svs., Rental, Oth.	1,016	8,032	7,016	87%
Insurance Expense	204	-	(204)	n/a
Depreciation	2,860	2,860	-	0%
<b>Total Operating Exp</b>	<b>40,680</b>	<b>55,885</b>	<b>15,205</b>	<b>27%</b>
<b>Operating Margin</b>	<b>(40,680)</b>	<b>(55,885)</b>	<b>15,205</b>	<b>27%</b>
<b>Non Operating Revenue</b>	<b>4,239</b>	<b>7,286</b>	<b>3,048</b>	<b>42%</b>
<b>Net Income/(Loss)</b>	<b>(36,442)</b>	<b>(48,599)</b>	<b>12,157</b>	<b>25%</b>

Unaudited Financial Statement



# Appendix

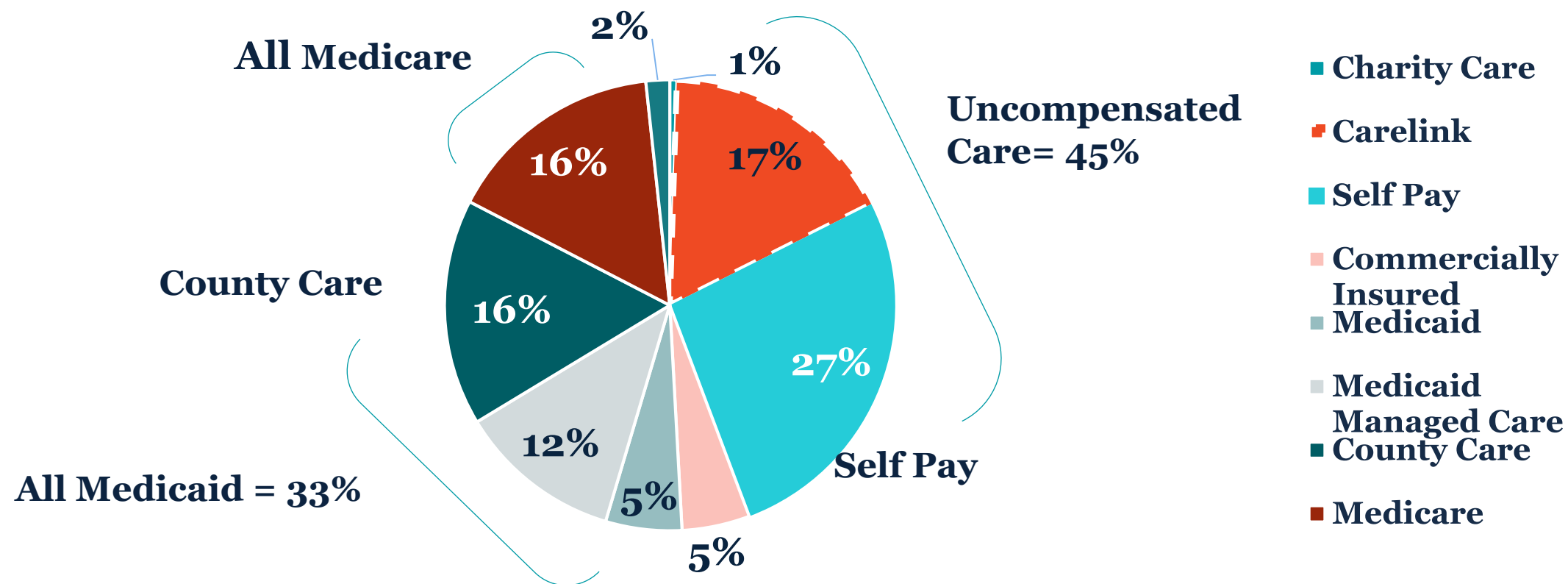
## System-wide Volumes / Stats



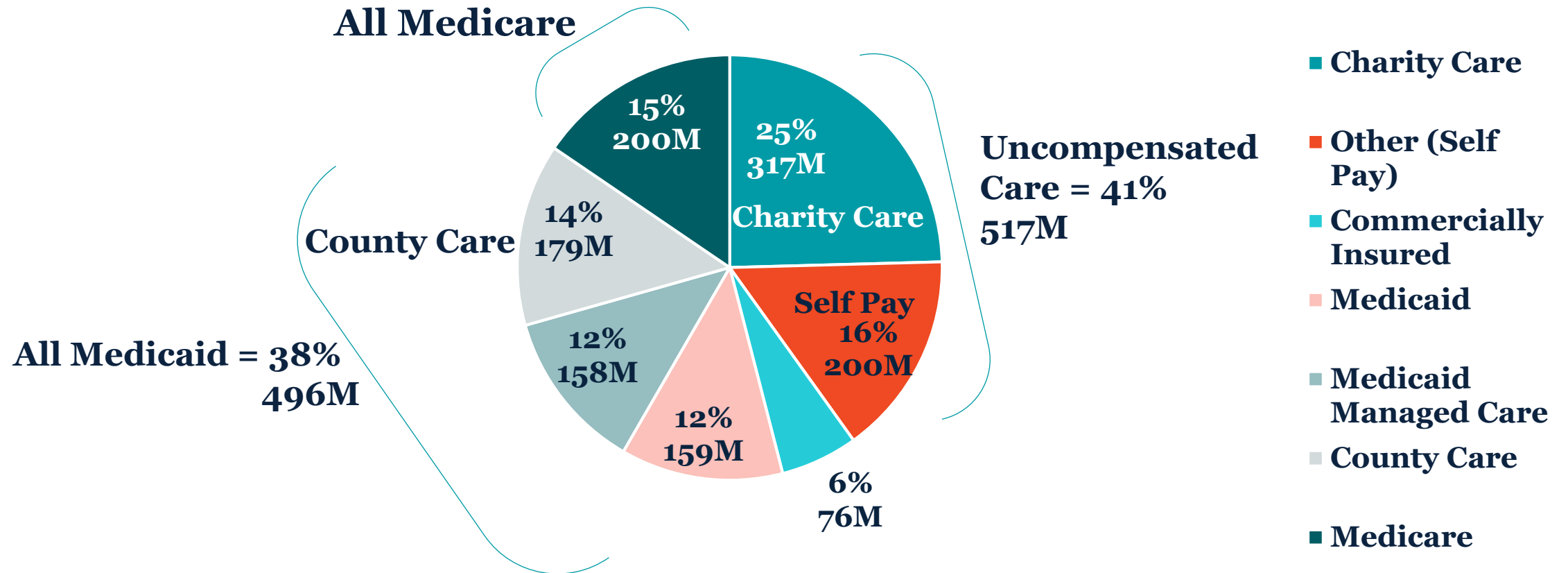
COOK COUNTY  
**HEALTH**



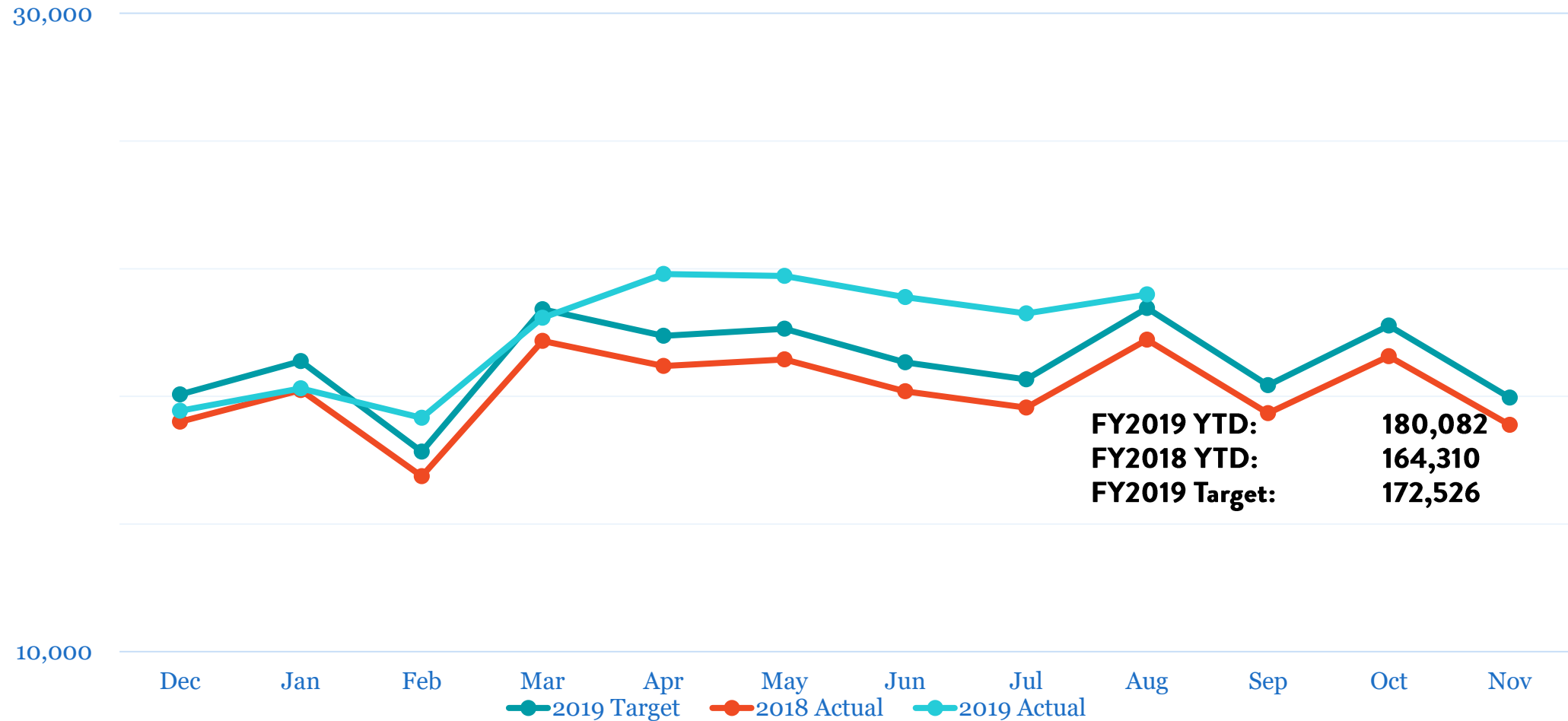
# System Payor Mix By Visit as of August 2019



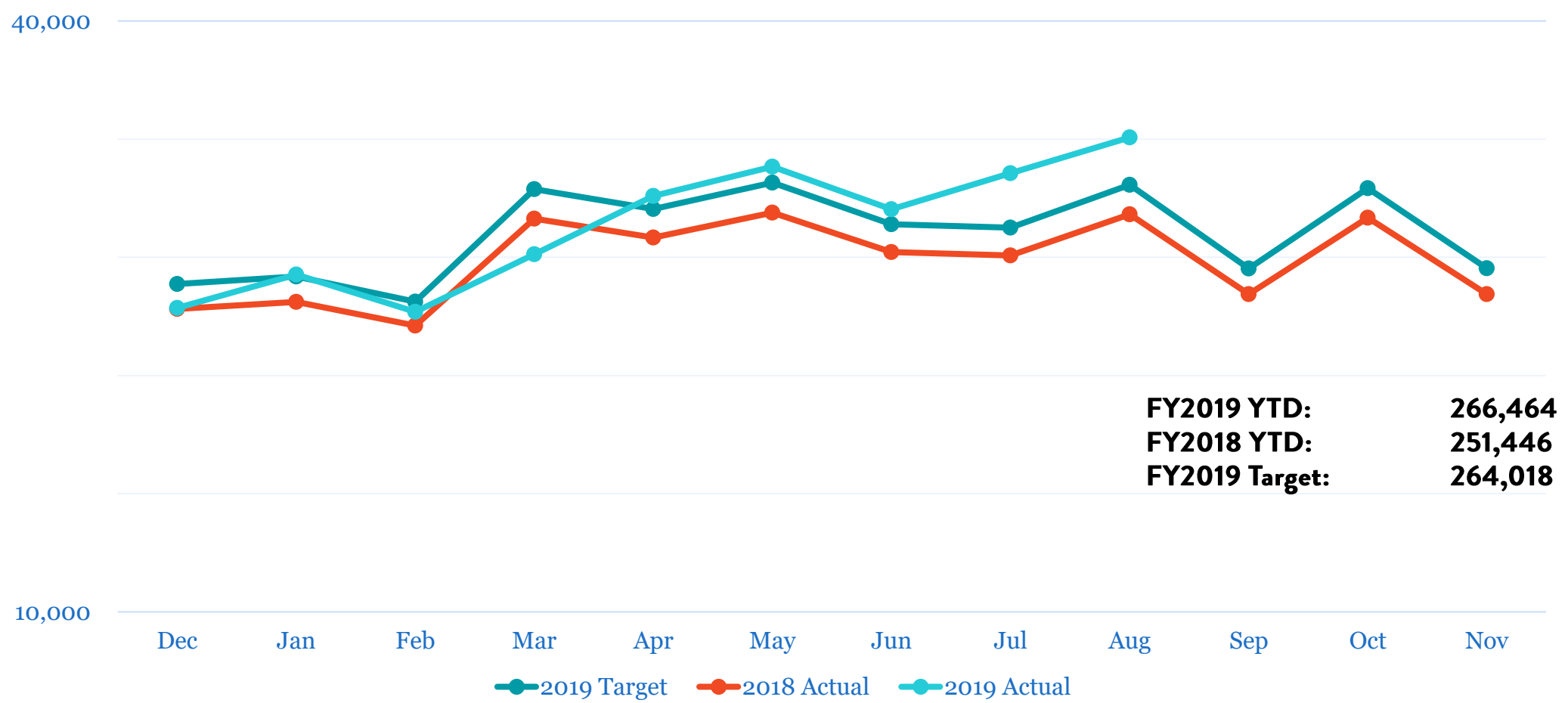
# System Payor Mix By Charges as of August 2019



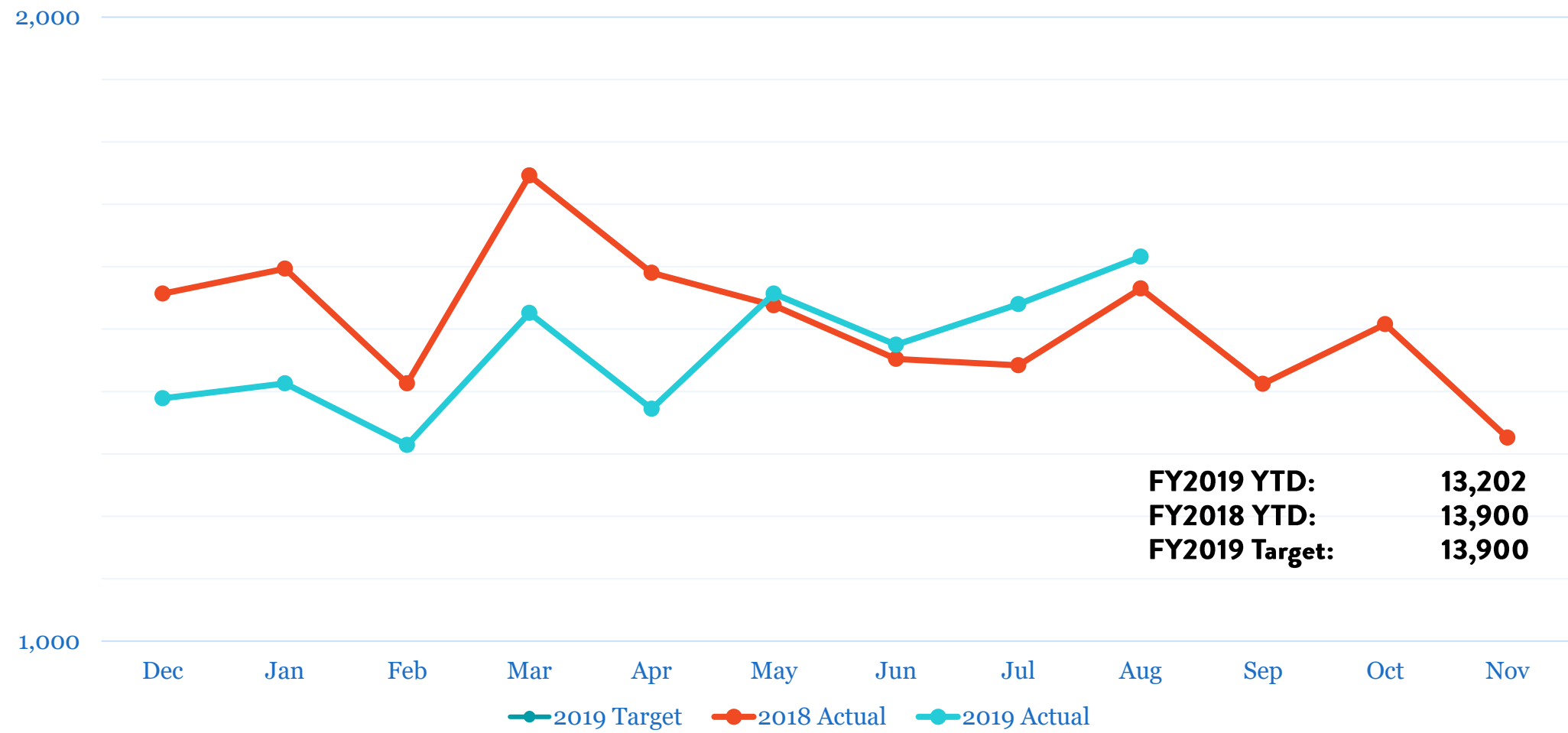
# Primary Care Provider Visits



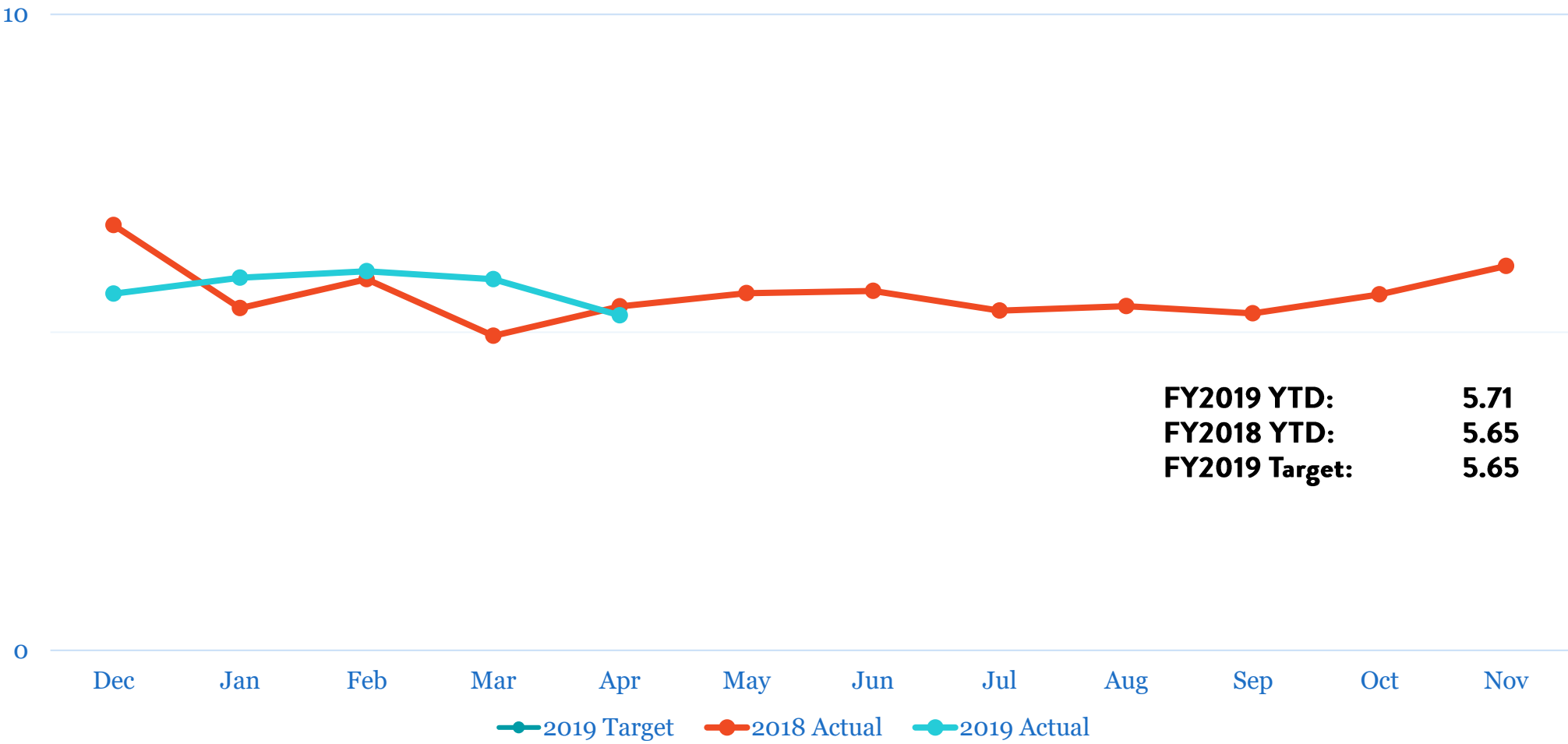
# Specialty Care Provider Visits



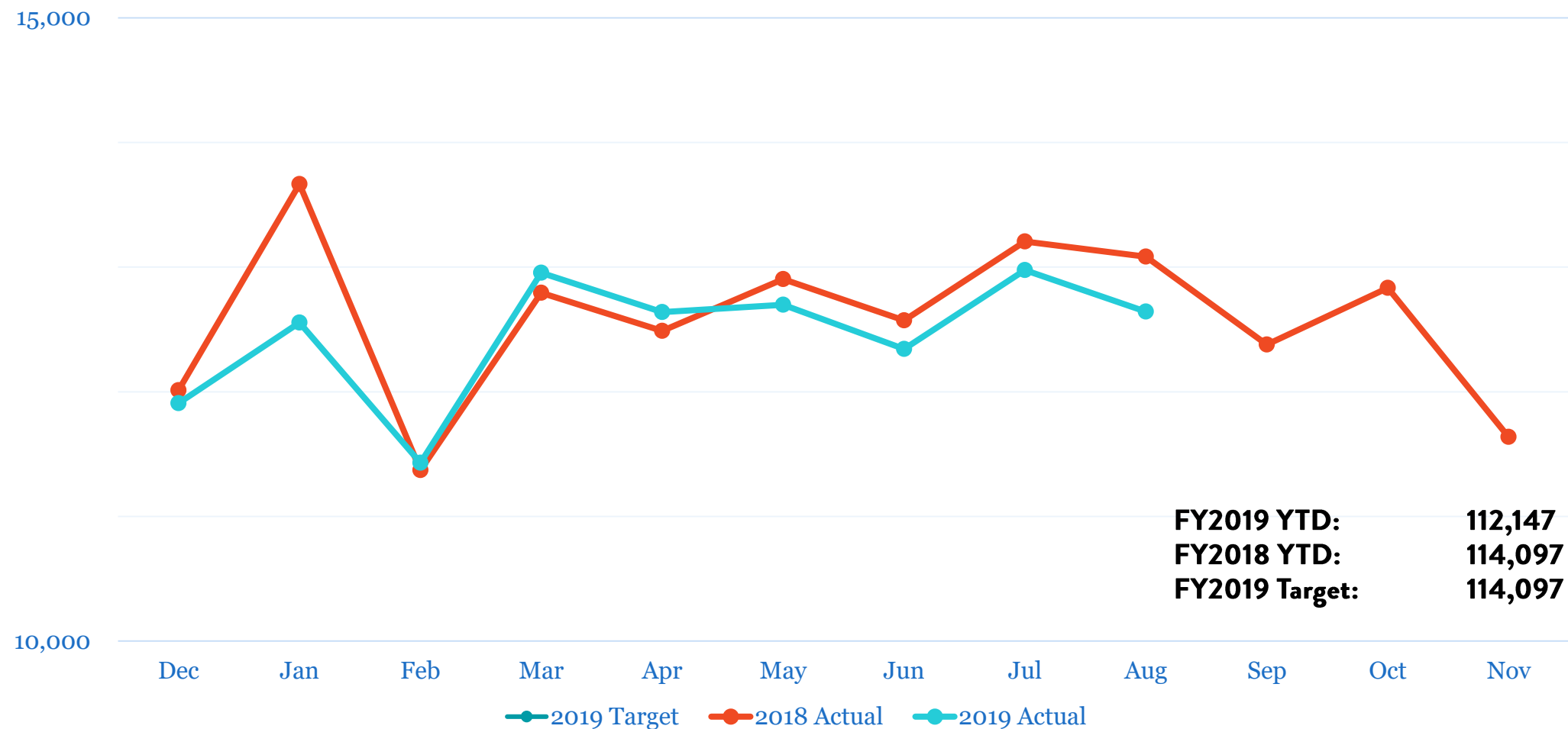
# Total Inpatient Discharges



# Average Length of Stay

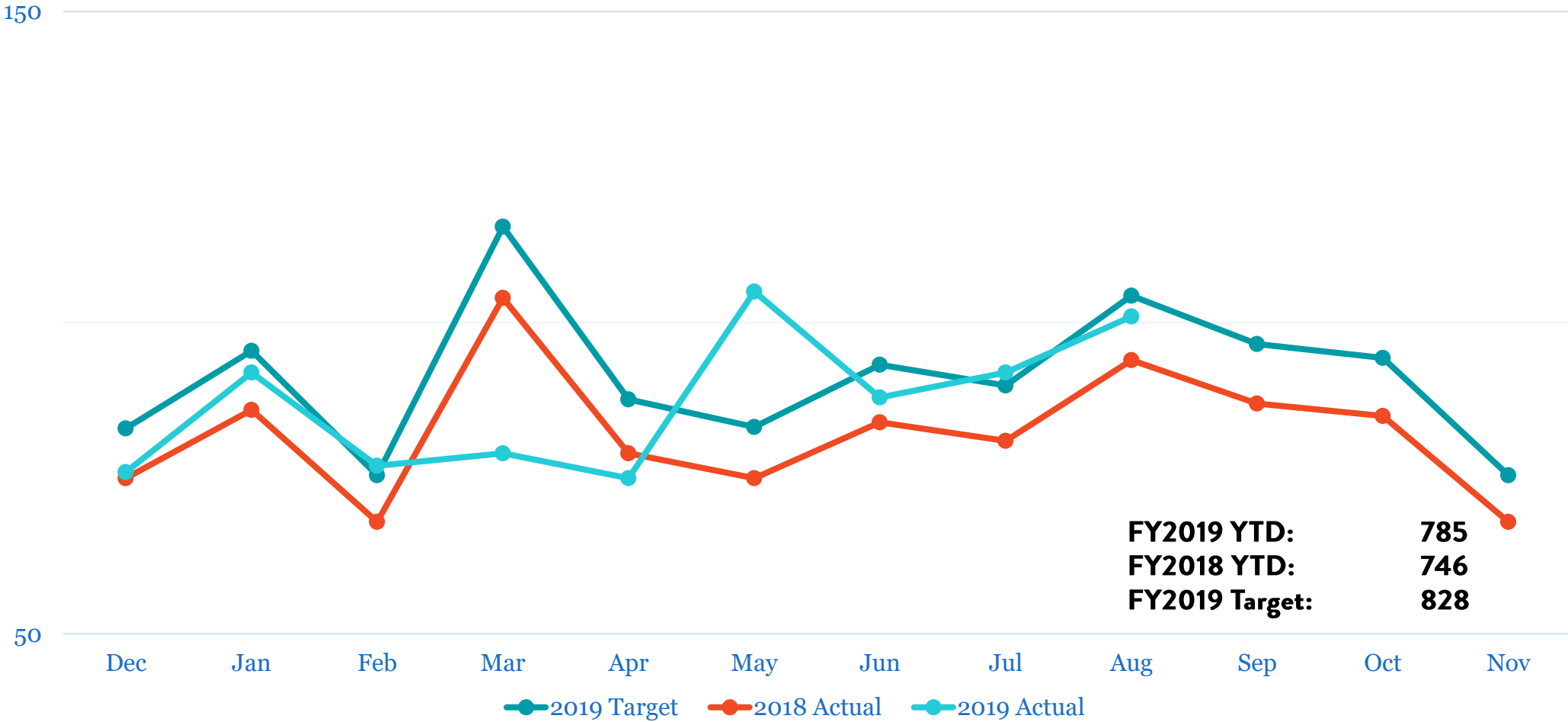


# Total Emergency Room Visits

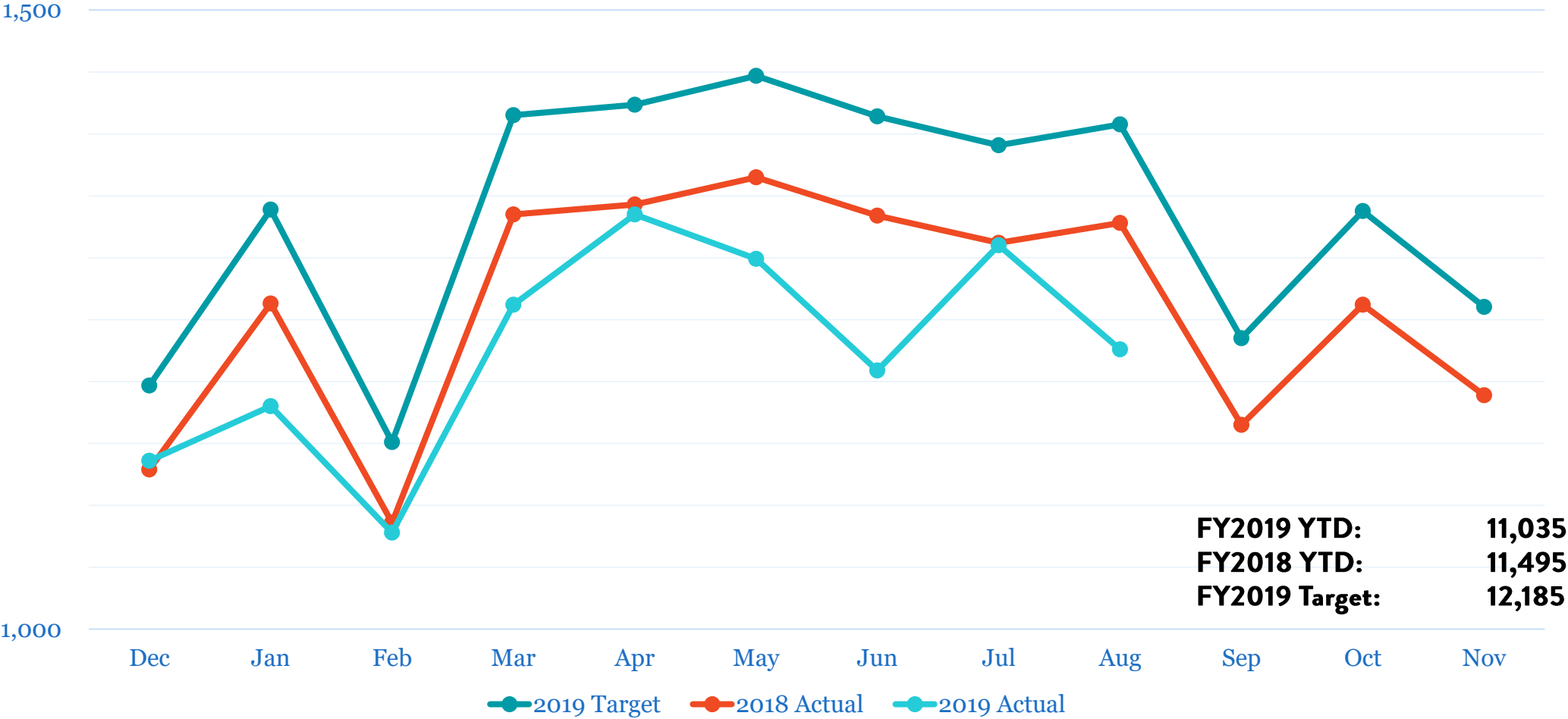




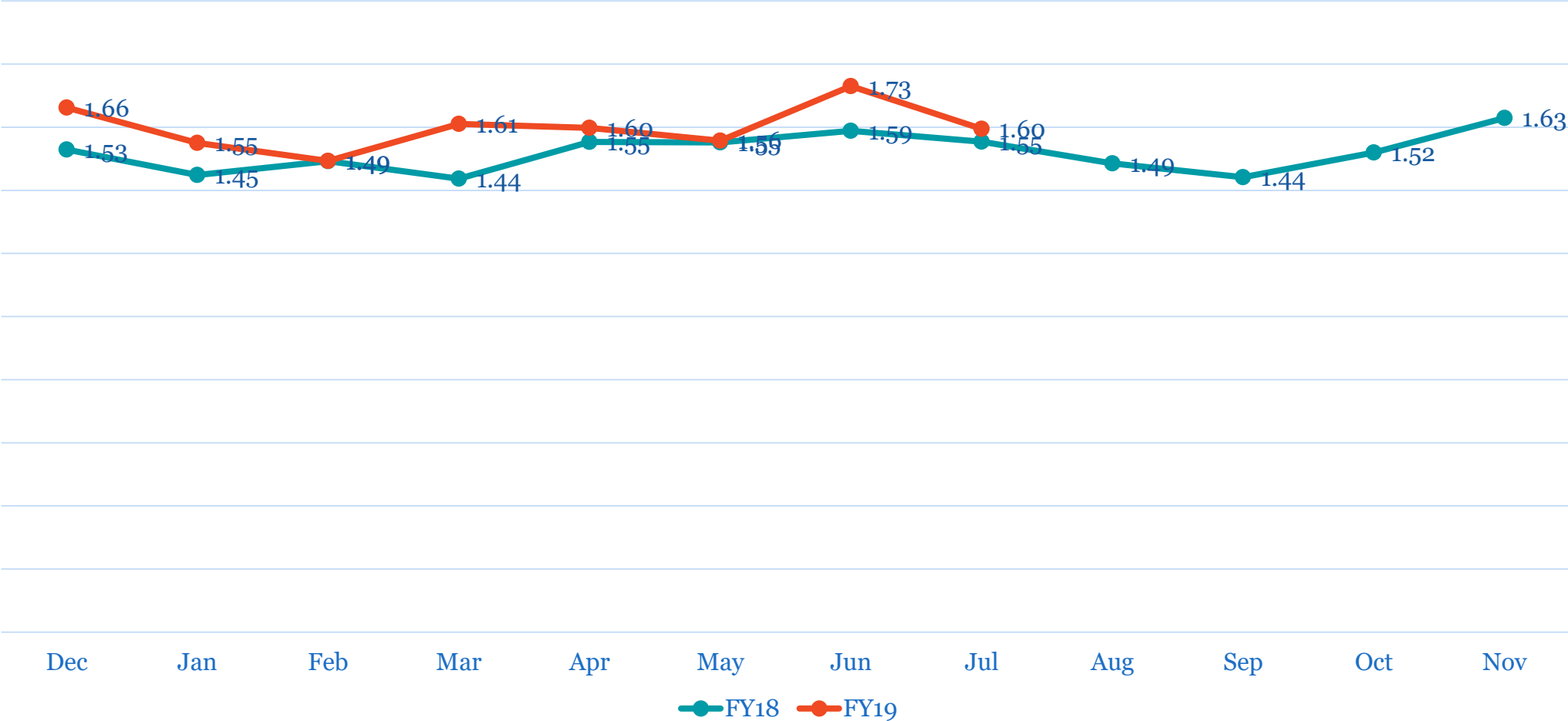
# Total Deliveries



# Total Surgical Cases



# Case Mix Index



# Questions?



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